

LAMPIRAN

Lampiran 01. Tabulasi Data Penelitian

Tabulasi Variabel Kompetensi (X1)

No	X1 1	X1 2	X1 3	X1 4	X1 5	Jumlah
1	5	5	5	4	4	23
2	5	5	4	4	4	22
3	5	5	5	4	4	23
4	5	5	5	5	5	25
5	5	5	4	4	4	22
6	5	5	4	4	4	22
7	5	5	5	5	5	25
8	5	5	5	5	4	24
9	5	4	4	4	4	21
10	5	5	5	4	4	23
11	5	4	4	4	4	21
12	5	4	4	4	4	21
13	5	5	4	4	4	22
14	3	3	4	4	4	18
15	3	4	4	4	4	19
16	5	4	4	4	4	21
17	4	4	4	4	4	20
18	5	5	5	4	4	23
19	4	4	4	4	4	20
20	3	4	4	4	4	19
21	5	5	5	5	5	25
22	5	5	4	4	4	22
23	5	5	4	4	4	22
24	3	4	4	4	4	19
25	5	4	4	4	4	21
26	5	5	4	4	4	22
27	4	4	4	4	4	20
28	5	5	5	4	4	23
29	5	4	4	4	4	21
30	5	4	4	4	4	21
31	5	4	4	4	4	21
32	5	5	5	5	5	25
33	5	5	4	4	4	22
34	4	4	4	4	4	20
35	5	5	5	5	4	24
36	4	4	4	4	4	20
37	5	5	4	4	4	22
38	3	3	4	4	4	18
39	3	4	4	4	4	19
40	5	5	4	4	4	22
41	5	5	5	4	4	23
42	5	5	4	4	4	22
43	5	5	4	4	4	22
44	5	4	4	4	4	21
45	3	4	4	4	4	19

No	X1 1	X1 2	X1 3	X1 4	X1 5	Jumlah
46	5	4	4	4	4	21
47	5	4	4	4	4	21
48	5	5	5	5	4	24
49	5	5	5	4	4	23
50	3	3	4	4	4	18
51	5	5	5	4	4	23
52	5	4	4	4	4	21
53	5	4	4	4	4	21
54	5	5	5	4	4	23
55	5	5	5	5	4	24
56	5	5	5	5	4	24
57	4	4	4	4	4	20
58	5	4	4	4	4	21
59	5	5	5	4	4	23
60	5	5	5	5	4	24
61	5	4	4	4	4	21
62	5	5	4	4	4	22
63	4	4	4	4	4	20
64	4	4	4	4	4	20
65	5	5	5	5	4	24
66	5	5	5	5	5	25
67	5	5	4	4	4	22
68	5	5	5	5	4	24
69	5	5	5	4	4	23
70	5	4	4	4	4	21
71	5	5	5	4	4	23
72	5	5	5	5	5	25
73	5	5	4	4	4	22
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78	5	4	4	4	4	21
79	5	5	4	4	4	22
80	3	3	4	4	4	18
81	5	5	4	4	4	22
82	5	5	5	4	4	23
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84	5	4	4	4	4	21
85	4	4	4	4	4	20
86	5	4	4	4	4	21
87	5	5	5	5	4	24
88	5	5	5	4	4	23
89	5	4	4	4	4	21
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91	5	5	4	4	4	22
92	5	5	5	5	4	24
93	5	4	4	4	4	21
94	5	4	4	4	4	21
95	5	4	4	4	4	21
96	3	4	4	4	4	19
97	5	5	5	4	4	23
98	5	5	5	4	4	23
99	5	5	4	4	4	22

No	X1 1	X1 2	X1 3	X1 4	X1 5	Jumlah
100	5	5	4	4	4	22
101	3	4	4	4	4	19
102	5	4	4	4	4	21
103	5	4	4	4	4	21
104	4	4	4	4	4	20
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106	5	5	5	4	4	23
107	5	5	5	5	5	25
108	5	5	4	4	4	22
109	5	5	5	4	4	23
110	5	5	4	4	4	22
111	3	3	4	4	4	18
112	5	5	4	4	4	22
113	5	5	4	4	4	22
114	5	5	5	5	5	25
115	5	5	4	4	4	22
116	5	5	5	4	4	23
117	5	5	4	4	4	22
118	4	4	4	4	4	20
119	5	5	5	5	4	24
120	5	5	5	5	4	24
121	5	5	5	5	4	24
122	4	4	4	4	4	20
123	5	5	5	5	5	25
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125	5	5	5	4	4	23
126	5	5	5	5	5	25
127	4	4	4	4	4	20
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130	5	4	4	4	4	21
131	3	4	4	4	4	19
132	5	5	4	4	4	22
133	4	4	4	4	4	20
134	5	5	5	4	4	23
135	4	4	4	4	4	20
136	5	5	5	5	5	25
137	4	4	4	4	4	20
138	5	4	4	4	4	21
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140	4	4	4	4	4	20
141	5	5	4	4	4	22
142	5	5	5	5	5	25
143	3	4	4	4	4	19
144	5	5	4	4	4	22
145	5	5	5	4	4	23

Tabulasi Variabel Beban Kerja (X2)

No	X2_1	X2_2	X2_3	X2_4	X2_5	Jumlah
1	5	5	5	4	4	23
2	3	4	4	4	4	19
3	3	3	4	4	4	18
4	5	5	4	4	4	22
5	5	5	4	4	4	22
6	5	5	4	4	4	22
7	5	5	4	4	4	22
8	4	4	4	4	4	20
9	5	4	4	4	4	21
10	5	5	4	4	4	22
11	4	4	4	4	4	20
12	5	5	5	5	5	25
13	5	5	4	4	4	22
14	3	4	4	4	4	19
15	5	5	4	4	4	22
16	3	4	4	4	4	19
17	5	5	5	4	4	23
18	5	5	5	4	4	23
19	3	4	4	4	4	19
20	5	5	5	4	4	23
21	5	5	4	4	4	22
22	5	5	5	4	4	23
23	5	5	5	5	5	25
24	5	4	4	4	4	21
25	3	4	4	4	4	19
26	3	4	4	4	4	19
27	3	4	4	4	4	19
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30	5	5	4	4	4	22
31	5	5	5	4	4	23
32	5	4	4	4	4	21
33	5	5	5	5	4	24
34	4	4	4	4	4	20
35	5	5	5	5	5	25
36	5	5	4	4	4	22
37	3	4	4	4	4	19
38	3	4	4	4	4	19
39	5	5	4	4	4	22
40	5	4	4	4	4	21
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42	5	5	4	4	4	22
43	5	4	4	4	4	21
44	3	4	4	4	4	19
45	3	3	4	4	4	18
46	4	4	4	4	4	20
47	5	5	5	4	4	23
48	5	4	4	4	4	21
49	3	4	4	4	4	19
50	5	4	4	4	4	21
51	5	5	4	4	4	22
52	3	4	4	4	4	19

No	X2 1	X2 2	X2 3	X2 4	X2 5	Jumlah
53	5	4	4	4	4	21
54	5	4	4	4	4	21
55	3	4	4	4	4	19
56	5	5	4	4	4	22
57	5	5	4	4	4	22
58	5	5	5	4	4	23
59	5	5	5	4	4	23
60	3	3	4	4	4	18
61	3	4	4	4	4	19
62	5	5	4	4	4	22
63	5	5	4	4	4	22
64	5	5	4	4	4	22
65	5	5	5	5	5	25
66	5	5	4	4	4	22
67	5	5	5	4	4	23
68	5	5	5	4	4	23
69	5	5	4	4	4	22
70	4	4	4	4	4	20
71	5	5	5	4	4	23
72	3	4	4	4	4	19
73	5	4	4	4	4	21
74	4	4	4	4	4	20
75	5	4	4	4	4	21
76	5	5	5	5	5	25
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79	3	3	4	4	4	18
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82	5	4	4	4	4	21
83	3	4	4	4	4	19
84	4	4	4	4	4	20
85	5	5	4	4	4	22
86	4	4	4	4	4	20
87	5	4	4	4	4	21
88	5	4	4	4	4	21
89	4	4	4	4	4	20
90	5	5	5	5	5	25
91	5	5	4	4	4	22
92	3	3	3	4	4	17
93	5	4	4	4	4	21
94	4	4	4	4	4	20
95	5	5	5	4	4	23
96	3	4	4	4	4	19
97	5	4	4	4	4	21
98	5	5	4	4	4	22
99	5	5	5	4	4	23
100	3	4	4	4	4	19
101	4	4	4	4	4	20
102	4	4	4	4	4	20
103	4	4	4	4	4	20
104	5	5	5	5	5	25
105	5	5	4	4	4	22
106	3	3	4	4	4	18

No	X2_1	X2_2	X2_3	X2_4	X2_5	Jumlah
107	5	5	5	4	4	23
108	5	5	5	5	5	25
109	5	5	5	4	4	23
110	3	3	4	4	4	18
111	4	4	4	4	4	20
112	5	5	5	5	4	24
113	4	4	4	4	4	20
114	5	5	4	4	4	22
115	5	5	5	4	4	23
116	3	4	4	4	4	19
117	5	4	4	4	4	21
118	3	3	3	3	3	15
119	3	4	4	4	4	19
120	4	4	4	4	4	20
121	3	4	4	4	4	19
122	5	5	5	5	4	24
123	3	3	4	4	4	18
124	4	4	4	4	4	20
125	5	4	4	4	4	21
126	5	5	5	5	4	24
127	3	3	4	4	4	18
128	5	5	5	4	4	23
129	5	4	4	4	4	21
130	3	4	4	4	4	19
131	5	5	4	4	4	22
132	5	4	4	4	4	21
133	4	4	4	4	4	20
134	5	4	4	4	4	21
135	4	4	4	4	4	20
136	5	4	4	4	4	21
137	5	5	4	4	4	22
138	5	5	5	5	4	24
139	3	4	4	4	4	19
140	5	5	5	5	5	25
141	3	3	3	4	4	17
142	5	4	4	4	4	21
143	5	5	4	4	4	22
144	5	5	4	4	4	22
145	4	4	4	4	4	20

Tabulasi Variabel Pengembangan Karir (X3)

No	X3_1	X3_2	X3_3	X3_4	X3_5	Jumlah
1	5	5	4	4	4	22
2	5	4	4	4	4	21
3	5	4	4	4	4	21
4	5	5	5	5	4	24
5	5	5	5	4	4	23
6	5	4	4	4	4	21
7	5	5	5	5	4	24
8	5	5	5	4	4	23
9	5	5	5	5	4	24
10	5	5	5	4	4	23

No	X3 1	X3 2	X3 3	X3 4	X3 5	Jumlah
11	4	4	4	4	4	20
12	5	4	4	4	4	21
13	5	5	5	4	4	23
14	5	5	5	4	4	23
15	5	5	4	4	4	22
16	5	5	4	4	4	22
17	5	5	5	5	5	25
18	5	4	4	4	4	21
19	5	5	5	4	4	23
20	5	5	4	4	4	22
21	5	5	4	4	4	22
22	5	5	5	5	4	24
23	5	5	5	5	4	24
24	5	5	5	5	4	24
25	5	5	5	5	5	25
26	5	5	4	4	4	22
27	5	5	5	4	4	23
28	5	4	4	4	4	21
29	5	5	5	4	4	23
30	5	5	4	4	4	22
31	5	5	4	4	4	22
32	5	5	5	4	4	23
33	4	4	4	4	4	20
34	5	5	5	5	5	25
35	4	4	4	4	4	20
36	4	4	4	4	4	20
37	5	5	5	5	4	24
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39	5	5	5	4	4	23
40	5	5	5	4	4	23
41	5	5	4	4	4	22
42	4	4	4	4	4	20
43	5	5	4	4	4	22
44	5	4	4	4	4	21
45	5	5	5	5	4	24
46	5	5	4	4	4	22
47	4	4	4	4	4	20
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49	5	5	5	4	4	23
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60	5	5	4	4	4	22
61	5	5	5	4	4	23
62	5	5	5	5	5	25
63	5	5	5	5	4	24
64	5	5	4	4	4	22

No	X3 1	X3 2	X3 3	X3 4	X3 5	Jumlah
65	5	5	4	4	4	22
66	4	4	4	4	4	20
67	5	5	4	4	4	22
68	5	4	4	4	4	21
69	5	5	5	4	4	23
70	4	4	4	4	4	20
71	5	5	5	4	4	23
72	5	5	5	5	5	25
73	5	5	4	4	4	22
74	5	5	5	4	4	23
75	5	5	5	4	4	23
76	5	4	4	4	4	21
77	5	5	4	4	4	22
78	5	5	4	4	4	22
79	5	5	4	4	4	22
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83	5	5	5	5	5	25
84	5	5	5	5	4	24
85	5	5	5	5	5	25
86	4	4	4	4	4	20
87	5	5	5	5	4	24
88	5	5	4	4	4	22
89	5	5	5	5	5	25
90	4	4	4	4	4	20
91	4	4	4	4	4	20
92	5	4	4	4	4	21
93	3	3	4	4	4	18
94	5	4	4	4	4	21
95	4	4	4	4	4	20
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99	5	5	5	5	4	24
100	5	4	4	4	4	21
101	4	4	4	4	4	20
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108	5	5	5	5	5	25
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111	3	4	4	4	4	19
112	5	4	4	4	4	21
113	5	5	4	4	4	22
114	5	5	4	4	4	22
115	5	4	4	4	4	21
116	5	5	5	4	4	23
117	4	4	4	4	4	20
118	5	5	4	4	4	22

No	X3 1	X3 2	X3 3	X3 4	X3 5	Jumlah
119	5	5	4	4	4	22
120	5	5	5	4	4	23
121	5	5	5	4	4	23
122	4	4	4	4	4	20
123	3	4	4	4	4	19
124	5	5	5	5	5	25
125	5	5	5	4	4	23
126	5	4	4	4	4	21
127	5	5	5	5	5	25
128	5	5	4	4	4	22
129	5	5	5	5	4	24
130	5	5	4	4	4	22
131	5	5	5	5	5	25
132	5	5	5	5	5	25
133	5	5	4	4	4	22
134	5	5	5	5	4	24
135	5	5	5	4	4	23
136	5	5	5	5	5	25
137	4	4	4	4	4	20
138	5	5	5	4	4	23
139	5	5	5	5	4	24
140	3	3	4	4	4	18
141	4	4	4	4	4	20
142	3	3	4	4	4	18
143	5	4	4	4	4	21
144	5	5	5	4	4	23
145	5	5	5	5	5	25

Tabulasi Variabel Kinerja Pegawai (Y)

No	Y 1	Y 2	Y 3	Y 4	Y 5	Jumlah
1	5	5	5	5	4	24
2	5	5	5	4	4	23
3	4	4	4	4	4	20
4	5	5	5	4	4	23
5	5	5	5	4	4	23
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7	5	5	5	5	5	25
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9	5	5	5	4	4	23
10	5	5	5	4	4	23
11	5	5	4	4	4	22
12	5	5	5	5	4	24
13	5	5	5	4	4	23
14	5	4	4	4	4	21
15	5	4	4	4	4	21
16	5	5	4	4	4	22
17	5	5	5	5	5	25
18	5	5	4	4	4	22
19	5	5	4	4	4	22
20	5	5	4	4	4	22
21	5	5	5	4	4	23

22	5	5	5	5	4	24
23	5	5	5	5	4	24
24	5	5	4	4	4	22
25	5	5	4	4	4	22
26	5	5	5	5	4	24
27	5	5	4	4	4	22
28	5	5	4	4	4	22
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31	5	5	5	4	4	23
32	5	5	5	5	5	25
33	5	5	5	5	4	24
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38	4	4	4	4	4	20
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42	5	5	5	4	4	23
43	5	5	5	4	4	23
44	5	5	5	5	5	25
45	5	5	5	4	4	23
46	5	5	4	4	4	22
47	5	4	4	4	4	21
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54	5	5	5	5	4	24
55	5	5	5	4	4	23
56	5	5	5	5	4	24
57	5	5	5	4	4	23
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59	5	5	4	4	4	22
60	5	5	5	5	4	24
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62	5	5	5	4	4	23
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66	5	5	5	5	4	24
67	5	5	5	5	5	25
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69	5	5	5	5	4	24
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71	5	5	5	5	4	24
72	5	5	5	5	4	24
73	5	5	4	4	4	22
74	5	5	5	5	4	24
75	5	4	4	4	4	21
76	5	5	5	5	5	25

77	5	5	4	4	4	22
78	5	5	5	4	4	23
79	5	4	4	4	4	21
80	4	4	4	4	4	20
81	5	5	5	5	4	24
82	5	5	5	5	4	24
83	5	5	5	4	4	23
84	5	5	5	4	4	23
85	5	5	5	5	4	24
86	4	4	4	4	4	20
87	5	5	5	5	5	25
88	5	5	4	4	4	22
89	5	5	5	5	4	24
90	5	5	5	4	4	23
91	4	4	4	4	4	20
92	4	4	4	4	4	20
93	5	4	4	4	4	21
94	5	5	4	4	4	22
95	5	4	4	4	4	21
96	5	5	4	4	4	22
97	5	5	4	4	4	22
98	5	5	5	5	5	25
99	5	5	5	4	4	23
100	5	4	4	4	4	21
101	5	4	4	4	4	21
102	5	5	4	4	4	22
103	5	4	4	4	4	21
104	5	5	5	5	5	25
105	5	5	5	4	4	23
106	5	5	5	4	4	23
107	5	5	4	4	4	22
108	5	5	5	5	5	25
109	5	5	5	5	5	25
110	4	4	4	4	4	20
111	3	4	4	4	4	19
112	5	5	5	5	4	24
113	5	5	4	4	4	22
114	5	5	5	5	5	25
115	5	5	4	4	4	22
116	5	5	5	4	4	23
117	5	5	4	4	4	22
118	5	4	4	4	4	21
119	5	5	5	4	4	23
120	5	5	5	5	4	24
121	5	5	5	4	4	23
122	5	5	4	4	4	22
123	5	4	4	4	4	21
124	5	5	5	4	4	23
125	5	5	5	4	4	23
126	5	5	5	5	5	25
127	5	5	5	5	4	24
128	5	5	5	5	4	24
129	5	5	5	4	4	23
130	5	5	5	4	4	23
131	5	5	5	4	4	23

132	5	5	4	4	4	22
133	5	4	4	4	4	21
134	5	5	4	4	4	22
135	5	5	4	4	4	22
136	5	5	5	5	5	25
137	5	5	5	4	4	23
138	5	5	5	5	4	24
139	5	5	5	4	4	23
140	5	5	5	4	4	23
141	3	4	4	4	4	19
142	5	5	4	4	4	22
143	5	5	4	4	4	22
144	5	5	4	4	4	22
145	5	5	5	5	5	25

Lampiran 02. Kuisisioner Penelitian

Judul: Pengaruh Kompetensi, Beban Kerja, Dan Pengembangan Karir Terhadap Kinerja Pegawai Di Universitas Pendidikan Ganesha

Yth. Responden,

Saya, Wenas Yohanes Berchmans, mahasiswa Pascasarjana, sedang melakukan penelitian untuk menyelesaikan tugas akhir studi. Penelitian ini bertujuan untuk mengetahui pengaruh kompetensi, beban kerja, dan pengembangan karir terhadap kinerja pegawai di Universitas Pendidikan Ganesha.

Kuisisioner ini bersifat anonim, dan data yang diberikan akan dijaga kerahasiaannya serta hanya digunakan untuk kepentingan akademik. Mohon Bapak/Ibu untuk mengisi kuisisioner ini dengan memberikan tanda centang (✓) pada kolom yang sesuai dengan persepsi Anda.

Skala penilaian:

1. **Sangat Setuju (5)**
2. **Setuju (4)**
3. **Cukup (3)**
4. **Tidak Setuju (2)**
5. **Sangat Tidak Setuju (1)**

Terima kasih atas waktu dan partisipasi Anda.

Hormat saya,

Wenas Yohanes Berchmans

Data Responden

1. Nama :

2. Umur :

() < 25 tahun

() 25 – 35 tahun

() 36 – 45 tahun

() > 45 tahun

3. Jenis Kelamin:

() Laki-laki

() Perempuan

4. Lama Bekerja di UNIVERSITAS PENDIDIKAN GANESHA

() < 1 tahun

() 1 – 5 tahun

() 5 – 10 tahun

() > 10 tahun

5. Penugasan saat ini :

KOMPETENSI		SS	S	C	TS	STS
No.	Pernyataan					
1	Saya memiliki pengetahuan teknis yang memadai untuk melaksanakan tugas pekerjaan saya.					
2	Saya mampu menggunakan perangkat kerja sesuai dengan kebutuhan pekerjaan.					
3	Saya selalu menunjukkan sikap kerja profesional dalam melaksanakan tugas.					
4	Saya bertanggung jawab menyelesaikan pekerjaan yang diberikan					

5	Saya dapat berkomunikasi secara efektif dengan rekan kerja dan atasan.					
BEBAN KERJA		SS	S	C	TS	STS
No.	Pernyataan					
1	Saya menyelesaikan tugas tepat waktu					
2	Tingkat kesulitan pekerjaan saya sesuai dengan kapasitas saya.					
3	Tugas-tugas yang saya terima beragam dan kompleks.					
4	Saya sering menghadapi tekanan waktu dalam menyelesaikan tugas					
5	Beban kerja saya sesuai dengan kemampuan yang saya miliki.					
PENGEMBANGAN KARIR		SS	S	C	TS	STS
No.	Pernyataan					
1	Saya memiliki kejelasan jalur karir di tempat kerja.					
2	Saya mendapatkan pelatihan dan pengembangan untuk meningkatkan keterampilan saya.					
3	Saya memiliki kesempatan untuk mendapatkan promosi jabatan.					
4	Atasan saya mendukung pengembangan karir setiap pegawai					
5	Evaluasi kinerja saya dilakukan secara berkala.					
KINERJA PEGAWAI		SS	S	C	TS	STS
No.	Pernyataan					
1	Saya memiliki komitmen yang tinggi terhadap organisasi.					
2	Mutu pekerjaan saya sesuai dengan standar organisasi.					

3	Saya menyelesaikan pekerjaan tepat waktu.					
4	Saya dapat menyelesaikan tugas dengan cepat tanpa mengurangi kualitas hasil kerja..					
5	Saya mampu mengambil langkah kerja secara mandiri untuk mencapai hasil terbaik					

Tabel 1.1 Penempatan Pegawai Universitas Pendidikan Ganesha

No	Unit Kerja	Jumlah
1	Bagian Umum	40
2	Biro Keuangan dan Umum	31
3	Unit Penunjang Akademik Perpustakaan	21
4	Fakultas Matematika dan Ilmu Pengetahuan Alam	13
5	Fakultas Teknik dan Kejuruan	13
6	Fakultas Kedokteran	13
7	Subbagian Umum	12
8	Biro Perencanaan dan Kerja Sama	10
9	Biro Akademik dan Kemahasiswaan	8
10	Unit Penunjang Akademik Teknologi Informasi dan Komunikasi	8
11	Unit Sumber Daya dan Pembelajaran (SDP) Kampus Denpasar	7
12	Fakultas Ilmu Pendidikan	6
13	Fakultas Bahasa dan Seni	6
14	Program Pascasarjana	6
15	Fakultas Olahraga dan Kesehatan	5
16	Lembaga Penjaminan Mutu dan Pengembangan Pembelajaran	5
17	Fakultas Hukum dan Ilmu Sosial	4
18	Fakultas Ekonomi	4

No	Unit Kerja	Jumlah
19	Pendidikan Teknik Mesin (PTM) (S1)	3
20	Lembaga Penelitian dan Pengabdian Kepada Masyarakat	3
21	Bagian Akademik	2
22	Pendidikan Kimia (S1)	2
23	Pendidikan Fisika (S1)	2
24	Pendidikan Teknik Elektro (PTE) (S1)	1
25	Teknik Elektronika (D3)	1
26	Pendidikan Biologi (S1)	1
27	Kimia Terapan (D4)	1

Sumber : Data DUK ASN Tenaga Kependidikan UNDIKSHA 2025

Tabel 1.2 Kualifikasi Pegawai ASN UNDIKSHA

No	Kualifikasi	Jumlah
1	SMA/SMK	39
2	D2	1
3	D3	20
4	S1	113
5	S2	52
6	S3	3

Sumber : Data DUK ASN Tenaga Kependidikan UNDIKSHA 2025

Lampiran 03. Output Uji SPSS

Lampiran 1 Statistik Deskriptif

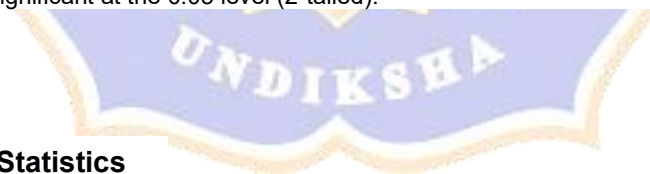
	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Kompetensi	145	17	25	21.85	1.857
Beban Kerja	145	15	25	21.08	1.981
Pengembangan Karir	145	18	25	22.17	1.764
Kinerja Pegawai	145	19	25	22.66	1.416
Valid N (listwise)	145				

Lampiran 2
Uji Validitas dan Reliabilitas X1 (Kompetensi)

		Correlations					
		X1_1	X1_2	X1_3	X1_4	X1_5	Total_X1
X1_1	Pearson Correlation	1	.689**	.405**	.253**	.166*	.763**
	Sig. (2-tailed)		.000	.000	.002	.046	.000
	N	145	145	145	145	145	145
X1_2	Pearson Correlation	.689**	1	.623**	.401**	.262**	.853**
	Sig. (2-tailed)	.000		.000	.000	.001	.000
	N	145	145	145	145	145	145
X1_3	Pearson Correlation	.405**	.623**	1	.659**	.431**	.816**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	145	145	145	145	145	145
X1_4	Pearson Correlation	.253**	.401**	.659**	1	.654**	.712**
	Sig. (2-tailed)	.002	.000	.000		.000	.000
	N	145	145	145	145	145	145
X1_5	Pearson Correlation	.166*	.262**	.431**	.654**	1	.557**
	Sig. (2-tailed)	.046	.001	.000	.000		.000
	N	145	145	145	145	145	145
Total_X1	Pearson Correlation	.763**	.853**	.816**	.712**	.557**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



Reliability Statistics

Cronbach's	
Alpha	N of Items
.788	5

Uji Validitas dan Reliabilitas X2 (Beban Kerja)

		Correlations					
		X2_1	X2_2	X2_3	X2_4	X2_5	Total_X2
X2_1	Pearson Correlation	1	.740**	.460**	.268**	.223**	.844**

	Sig. (2-tailed)			.000	.000	.001	.007	.000
	N	145	145	145	145	145	145	145
X2_2	Pearson Correlation	.740**	1	.623**	.363**	.301**	.879**	
	Sig. (2-tailed)	.000		.000	.000	.000	.000	
	N	145	145	145	145	145	145	145
X2_3	Pearson Correlation	.460**	.623**	1	.597**	.486**	.788**	
	Sig. (2-tailed)	.000	.000		.000	.000	.000	
	N	145	145	145	145	145	145	145
X2_4	Pearson Correlation	.268**	.363**	.597**	1	.807**	.633**	
	Sig. (2-tailed)	.001	.000	.000		.000	.000	
	N	145	145	145	145	145	145	145
X2_5	Pearson Correlation	.223**	.301**	.486**	.807**	1	.563**	
	Sig. (2-tailed)	.007	.000	.000	.000		.000	
	N	145	145	145	145	145	145	145
Total_X2	Pearson Correlation	.844**	.879**	.788**	.633**	.563**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	145	145	145	145	145	145	145

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics	
Cronbach's Alpha	N of Items
.772	5

Uji Validitas dan Reliabilitas X3 (Pengembangan Karir)

Correlations

		X3_1	X3_2	X3_3	X4_4	X5_5	Total_X3
X3_1	Pearson Correlation	1	.694**	.393**	.257**	.166*	.729**
	Sig. (2-tailed)		.000	.000	.002	.046	.000
	N	145	145	145	145	145	145
X3_2	Pearson Correlation	.694**	1	.604**	.394**	.255**	.831**
	Sig. (2-tailed)	.000		.000	.000	.002	.000
	N	145	145	145	145	145	145
X3_3	Pearson Correlation	.393**	.604**	1	.653**	.422**	.823**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	145	145	145	145	145	145

X4_4	Pearson Correlation	.257**	.394**	.653**	1	.646**	.745**
	Sig. (2-tailed)	.002	.000	.000		.000	.000
	N	145	145	145	145	145	145
X5_5	Pearson Correlation	.166*	.255**	.422**	.646**	1	.588**
	Sig. (2-tailed)	.046	.002	.000	.000		.000
	N	145	145	145	145	145	145
Total_X3	Pearson Correlation	.729**	.831**	.823**	.745**	.588**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.797	5

Uji Validitas dan Reliabilitas Y (Kinerja Pegawai)

Correlations

		Y_1	Y_2	Y_3	Y_4	Y_5	Total_Y
Y_1	Pearson Correlation	1	.504**	.289**	.159	.091	.545**
	Sig. (2-tailed)		.000	.000	.056	.278	.000
	N	145	145	145	145	145	145
Y_2	Pearson Correlation	.504**	1	.575**	.315**	.180*	.744**
	Sig. (2-tailed)	.000		.000	.000	.030	.000
	N	145	145	145	145	145	145
Y_3	Pearson Correlation	.289**	.575**	1	.549**	.313**	.826**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	145	145	145	145	145	145
Y_4	Pearson Correlation	.159	.315**	.549**	1	.571**	.763**
	Sig. (2-tailed)	.056	.000	.000		.000	.000
	N	145	145	145	145	145	145
Y_5	Pearson Correlation	.091	.180*	.313**	.571**	1	.585**
	Sig. (2-tailed)	.278	.030	.000	.000		.000
	N	145	145	145	145	145	145
Total_Y	Pearson Correlation	.545**	.744**	.826**	.763**	.585**	1

Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	145	145	145	145	145	145

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.740	5

Lampiran 04 Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		145
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.01912923
Most Extreme Differences	Absolute	.042
	Positive	.042
	Negative	-.035
Test Statistic		.042
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Lampiran 05 Uji Multikolinieritas

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.272	1.786		1.272	.205		
	Kompetensi	.267	.046	.350	5.757	.000	.996	1.004

Beban Kerja	-.306	.044	.428	-6.993	.000	.982	1.018
Pengembangan Karir	.366	.049	.456	7.471	.000	.986	1.014

a. Dependent Variable: Kinerja Pegawai

Lampiran 06 Uji Heteroskedastisitas

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.675	1.020		1.642	.103
	Kompetensi	.028	.026	.089	1.066	.288
	Beban Kerja	-.042	.025	-.142	-1.692	.093
	Pengembangan Karir	-.026	.028	-.077	-.922	.358

a. Dependent Variable: ABS_RES_1

Lampiran 07 Uji Hipotesis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.197	3	46.399	43.743	.000 ^b
	Residual	149.562	141	1.061		
	Total	288.759	144			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Pengembangan Karir, Kompetensi, Beban Kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.272	1.786		1.272	.205
	Kompetensi	.267	.046	.350	5.757	.000
	Beban Kerja	-.306	.044	.428	-6.993	.000
	Pengembangan Karir	.366	.049	.456	7.471	.000

a. Dependent Variable: Kinerja Pegawai

Lampiran 08
Uji Koefisien Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	.536	.526	0.987

a. Predictors: (Constant), Pengembangan Karir, Kompetensi, Beban Kerja

b. Dependent Variable: Kinerja Pegawai

Tabulasi Data Kompetensi (KO)

Responden	KO1	KO2	KO3	KO4	KO5
R1	4	3	5	4	4
R2	4	5	4	4	4
R3	4	4	4	5	5
R4	4	5	5	4	4
R5	4	4	3	4	5
R6	4	5	4	4	4
R7	4	4	4	4	4
R8	4	4	4	4	4
R9	4	4	4	4	4
R10	5	5	5	5	4
R11	5	5	4	3	4
R12	5	4	4	5	4
R13	4	4	4	4	5
R14	4	5	4	4	4
R15	4	3	4	5	4
R16	5	5	4	4	5
R17	5	4	4	5	4
R18	5	4	5	4	4
R19	4	4	3	5	4
R20	4	4	4	5	4
R21	4	5	4	4	4
R22	4	4	5	4	4
R23	4	4	4	4	4
R24	4	4	5	4	4
R25	4	4	4	5	5
R26	4	4	3	4	4
R27	4	4	5	4	4
R28	4	4	4	4	4
R29	4	4	4	5	4
R30	4	5	4	4	4

Tabulasi BEBAN KERJA (BK)

Responden	BK1	BK2	BK3	BK4	BK5
R1	5	4	4	4	4
R2	4	4	4	3	4
R3	5	4	4	3	4
R4	4	4	5	4	5
R5	4	4	5	4	4
R6	4	4	5	4	5
R7	4	4	5	4	5
R8	5	4	3	4	3
R9	4	4	4	4	4
R10	5	3	4	3	3
R11	4	4	4	4	5
R12	5	4	4	4	4
R13	4	4	4	4	5
R14	3	4	4	4	3
R15	4	4	3	4	4
R16	4	5	4	5	4
R17	5	4	5	4	4
R18	4	4	4	5	4
R19	4	3	4	5	4
R20	4	4	5	3	5
R21	4	4	4	4	4
R22	4	5	4	4	4
R23	4	5	4	4	4
R24	5	4	4	4	4
R25	4	4	4	4	4
R26	4	4	4	4	3
R27	4	5	5	4	4
R28	4	4	4	4	4
R29	4	5	4	4	5
R30	4	4	4	4	3

Tabulasi PENGEMBANGAN KARIR (PK)

Responden	PK1	PK2	PK3	PK4	PK5
R1	4	4	4	2	4
R2	4	4	4	4	5
R3	4	5	4	5	4
R4	4	3	4	4	4
R5	3	4	4	5	4
R6	4	4	4	4	4
R7	4	4	4	3	4
R8	4	4	4	4	4
R9	4	4	4	4	4
R10	4	4	4	4	4
R11	5	5	4	5	4

R12	4	4	4	4	4
R13	4	4	5	4	4
R14	3	4	4	4	4
R15	5	4	5	4	4
R16	5	4	3	4	4
R17	5	3	3	5	4
R18	4	4	4	5	5
R19	4	4	4	4	3
R20	4	3	4	4	5
R21	5	4	4	4	4
R22	4	4	4	4	4
R23	4	4	4	4	4
R24	3	5	4	4	4
R25	4	4	4	4	4
R26	5	4	3	4	4
R27	4	4	4	4	5
R28	4	4	4	4	4
R29	4	4	4	4	4
R30	3	4	4	3	4

Tabulasi Data KINERJA PEGAWAI (KP)

Responden	KP1	KP2	KP3	KP4	KP5
R1	5	4	3	4	4
R2	4	4	4	4	4
R3	4	4	4	3	4
R4	4	5	5	4	5
R5	4	5	3	5	4
R6	3	4	3	3	4
R7	5	5	4	4	4
R8	4	4	5	4	4
R9	5	4	4	4	3
R10	4	5	4	4	4
R11	4	4	5	5	5
R12	4	3	5	5	3
R13	4	5	4	5	4
R14	4	4	4	4	4
R15	4	4	4	4	4
R16	5	4	4	4	4
R17	4	4	4	4	4
R18	4	4	3	4	5
R19	4	4	4	5	5
R20	5	4	5	5	3
R21	5	4	4	4	4
R22	4	4	4	4	4
R23	4	4	4	4	5
R24	4	3	5	4	4
R25	5	4	5	4	4

R26	4	4	4	5	4
R27	4	4	4	4	3
R28	3	4	4	4	5
R29	4	4	4	4	3
R30	4	4	4	4	5

Uji Validitas dan Reliabilitas X1 (Kompetensi)

		Correlations					
		X1_1	X1_2	X1_3	X1_4	X1_5	Total_X1
X1_1	Pearson Correlation	1	.689**	.405**	.253**	.166*	.721**
	Sig. (2-tailed)		.000	.000	.002	.046	.000
	N	30	30	30	30	30	30
X1_2	Pearson Correlation	.689**	1	.623**	.401**	.262**	.693**
	Sig. (2-tailed)	.000		.000	.000	.001	.000
	N	30	30	30	30	30	30
X1_3	Pearson Correlation	.405**	.623**	1	.659**	.431**	.745**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	30	30	30	30	30	30
X1_4	Pearson Correlation	.253**	.401**	.659**	1	.654**	.702**
	Sig. (2-tailed)	.002	.000	.000		.000	.000
	N	30	30	30	30	30	30
X1_5	Pearson Correlation	.166*	.262**	.431**	.654**	1	.736**
	Sig. (2-tailed)	.046	.001	.000	.000		.000
	N	30	30	30	30	30	30
Total_X1	Pearson Correlation	.721**	.693**	.745**	.702**	.736**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's	
Alpha	N of Items
.842	5

Uji Validitas dan Reliabilitas X2 (Beban Kerja)

		Correlations					
		X2_1	X2_2	X2_3	X2_4	X2_5	Total_X2
X2_1	Pearson Correlation	1	.740**	.460**	.268**	.223**	.654**
	Sig. (2-tailed)		.000	.000	.001	.007	.000

	N	30	30	30	30	30	30
X2_2	Pearson Correlation	.740**	1	.623**	.363**	.301**	.698**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	30	30	30	30	30	30
X2_3	Pearson Correlation	.460**	.623**	1	.597**	.486**	.672**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	30	30	30	30	30	30
X2_4	Pearson Correlation	.268**	.363**	.597**	1	.807**	.706**
	Sig. (2-tailed)	.001	.000	.000		.000	.000
	N	30	30	30	30	30	30
X2_5	Pearson Correlation	.223**	.301**	.486**	.807**	1	.681**
	Sig. (2-tailed)	.007	.000	.000	.000		.000
	N	30	30	30	30	30	30
Total_X2	Pearson Correlation	.654**	.698**	.672**	.706**	.681**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics	
Alpha	N of Items
.817	5

Uji Validitas dan Reliabilitas X3 (Pengembangan Karir)

Correlations

		X3_1	X3_2	X3_3	X4_4	X5_5	Total_X3
X3_1	Pearson Correlation	1	.694**	.393**	.257**	.166*	.742**
	Sig. (2-tailed)		.000	.000	.002	.046	.000
	N	30	30	30	30	30	30
X3_2	Pearson Correlation	.694**	1	.604**	.394**	.255**	.763**
	Sig. (2-tailed)	.000		.000	.000	.002	.000
	N	30	30	30	30	30	30
X3_3	Pearson Correlation	.393**	.604**	1	.653**	.422**	.754**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	30	30	30	30	30	30
X4_4	Pearson Correlation	.257**	.394**	.653**	1	.646**	.701**
	Sig. (2-tailed)	.002	.000	.000		.000	.000
	N	30	30	30	30	30	30
X5_5	Pearson Correlation	.166*	.255**	.422**	.646**	1	.729**

	Sig. (2-tailed)	.046	.002	.000	.000		.000
	N	30	30	30	30	30	30
Total_X3	Pearson Correlation	.742**	.763**	.754**	.701**	.729**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's	
Alpha	N of Items
.864	5

Uji Validitas dan Reliabilitas Y (Kinerja Pegawai)

Correlations

		Y_1	Y_2	Y_3	Y_4	Y_5	Total_Y
Y_1	Pearson Correlation	1	.504**	.289**	.159	.091	.753**
	Sig. (2-tailed)		.000	.000	.056	.278	.000
	N	30	30	30	30	30	30
Y_2	Pearson Correlation	.504**	1	.575**	.315**	.180*	.789**
	Sig. (2-tailed)	.000		.000	.000	.030	.000
	N	30	30	30	30	30	30
Y_3	Pearson Correlation	.289**	.575**	1	.549**	.313**	.767**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	30	30	30	30	30	30
Y_4	Pearson Correlation	.159	.315**	.549**	1	.571**	.731**
	Sig. (2-tailed)	.056	.000	.000		.000	.000
	N	30	30	30	30	30	30
Y_5	Pearson Correlation	.091	.180*	.313**	.571**	1	.776**
	Sig. (2-tailed)	.278	.030	.000	.000		.000
	N	30	30	30	30	30	30
Total_Y	Pearson Correlation	.753**	.789**	.767**	.731**	.776**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.879	5

